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7-20-77

4 May 1967

MEMORANDUM FOR: Director of Training

SUBJECT : Course Report/Chiefs of Station Seminar No. 10,
17 - 28 April 1967

REFERENCE : Course Report/Chiefs of Station Seminar No. 9,
dated 27 January 1967

1. The 10th running of the Chiefs of Station Seminar was held from 17 ~ 28 April 1967 in Room 1A-13 at the Headquarters Building, with the exception of four days (21 - 24 April, when it was held at [REDACTED] (See Course Schedule, Attachment A.) There were 21 students with average age of 45 years, average grade of GS-14.4, and average length of Agency service of 16 years (see Student Roster, Attachment B).

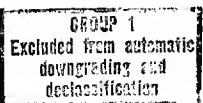
2. Highlights.

25X1A6b a. We took advantage of the coincidence that the Midcareer Course was being held at [REDACTED] concurrently with the running of the Chiefs of Station Seminar to move the latter course to [REDACTED] over the long weekend of 21 - 24 April, thus utilizing the same speakers who were already committed to [REDACTED] to speak to the Midcareer Course. Almost all the students agreed that the [REDACTED] portion of the course was extremely useful in breaking down barriers to intra-class communication and was very conducive to informal, relaxed, and productive discussion of problems facing the Chief of Station.

25X1A6b b. The size of the class (21 students) was probably a little too big. Discussion seems to occur more spontaneously when the class size is about 15. This has something to do with the physical arrangement of the tables in the classroom. In order to arrange the tables so that each student can see every other student, the circle becomes so big that students on opposite sides of the room are too far away from each other for easy exchanges.

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25X1A9a c. Since the [redacted] report had been completed not long before the course began, the course served as a useful forum for passing on the recommendations of that report. This was done by Mr. [redacted] 9a

25X1A9a [redacted]

25X1A13d [redacted]

discussion was led by the Chief of the Unit, and was well received by the students.

e. In this running as in most previous runnings of the course, the most active participants were almost invariably those officers designated as Chiefs of Station, and this was so even when the officer was scheduled to be Chief of Station at a one-man station. It seems reasonable to suppose that this phenomenon results from the fact that a Chief of Station-elect has urgent motivation to grasp all the tips that he can possibly harvest from such a course as this, whereas the Deputy Chief of Station-elect, even one going out to quite a large station, perhaps subconsciously is able to relax in the thought that in the end he can turn to his Chief of Station for the final decision on the different problems that may arise.

3. Recommendations. The following are several suggested adjustments in the course which the next Chief Instructor may wish to consider for the June running of the course.

25X1A6b a. If at all possible, a portion of the course should be given at [redacted]. Most students felt that it would be best if the course could start off at Headquarters on a Monday, going to [redacted]

25X1A6b the following day and spend the period Tuesday through Friday there, returning to Headquarters Friday evening and running the second week of the course at Headquarters. The Midcareer Course will not be held in June 1967 so that this is a hurdle which will have to be got over in that case. If this arrangement of using speakers jointly with the Midcareer Course makes sense in general, then the scheduling of the two courses starting in the fall of 1967 would have to be worked out now.

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b. Several students recommended that Chief, [REDACTED] be invited to appear before the class to give the class an insight into how personnel assignments and promotions work in the CS.

c. Several students suggested that more free time be made available in the course for reading, for discussion, and for out-processing. With reference to the reading problem, the best solution is probably to distribute the kit of reading materials to students registered for the course one week in advance. For the record, when we moved the course to [REDACTED] th^{25X1A6b} we took along three sets of kit material so that those who wanted to catch up on their reading would be able to do so. One student informed the Chief Instructor that he, in fact, sat down on that Saturday evening and read the complete kit through. He said it took him three hours to do so. This is perhaps a point which the Chief Instructor should go into on the first day of the course pointing out that students are free to take the kits to their own offices at the close of the school day, and that there should really be no problem in getting through the material. Admittedly, the students are normally unable to remain in the classroom after 5:00 P.M. to do this reading because the room is used after hours for External Training Program classes.

d. The students recommended that the Chief Instructor collect the questions for the DDP somewhat later in the course, possibly as late as the second Monday or Tuesday, since by then they will have heard more speakers, who would have raised more significant questions in the minds of the students. This is a good plan, and the mechanics of editing the questions and getting them typed in the proper format in time for them to be reviewed by the DDP should present no great problem. Mr. [REDACTED] advises that there would be no objection if our questions reach the office of the DDP as late as Wednesday of the second week.

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e. There was general agreement among the students of this class as to the value of hearing such case histories as that related by [REDACTED] and that more should be included in the course. This should be a continuing concern of the Chief Instructor.

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f. Although in previous runnings we have usually invited an ambassador to speak to this course, this was not done this time. This lack was noted by the students and most of them recommended that the unit be restored to the course.

g. Several students recommended that successful station chiefs of large, middle-size, and small stations be invited to give their views to the class on how to organize a station. This, indeed, is a need which the Chief Instructor should try to fill.

h. One student suggested the possibility of inviting a limited number of CS officers to audit selected presentations at the course where it would not interfere with scheduled class activities. This idea has merit. Possibly each division could be invited to send one officer to any given presentation as an auditor. As a matter of curiosity be it noted that one CS officer audited the DDP presentation (the last hour of the course) not only because he wanted to hear the views of the DDP but because he had never seen the DDP.

i. Another student suggestion which makes sense is that we set up a panel of branch chiefs in order to engage in a discussion with the class concerning problems of Headquarters/Field relationships. Probably a good solution to this would be to have [redacted] to do this for us. Both have performed very well in the Headquarters Desk Course for CTs.

j. While the Chief Instructor was calling on his speakers in advance of this running of the course, one of them pointed out that we have not been consistent in noting the previous assignments of speakers as Chiefs of Station. This is a valid criticism, and future Chief Instructors should be sure to verify with each speaker if he has been a Chief of Station in the past.

k. Several students suggested this time that there ought to be more in-house discussion in the seminar. One way to accomplish this would be to schedule only two presentations in the

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morning and two in the afternoon, reserving the last hour in the morning and the last hour in the afternoon for class discussion of the points raised in the two preceding presentations. This idea appears to have merit and the Chief Instructor will incorporate it in his draft for the June running of the course.

In general, our experience suggests that all discussion periods, as distinguished from lectures plus question and answers, need to be carefully structured in advance, and rehearsed (in the case of panels) so that the class at all times has a clear understanding of the agenda. The discussion leader should be sure to take brief notes in the course of the discussion so as to be able to sum up at the end of the session the points which have been made and conclusions which the class has collectively arrived at. Whenever this aspect of discussion-leading is neglected, the subsequent student evaluations almost invariably complain that the period lacked focus. It is a continuing problem for the Chief Instructor to arrive at a good balance between lectures/question and answers and class discussion periods. Students often differ sharply on the value of class participation and the following four comments taken from the final critiques of this seminar are cited below to point this up:

- (1) "Class participation seemed just about right in most cases. The session on the medical responsibilities of the Chief of Station was a good example of class participation in what might otherwise have turned out to be a dry lecture. The more class participation, the better."
- (2) "I would recommend less class participation, i.e., drop the case-problem approach to pregnant and drinking secretaries in personnel presentations. This should not exclude discussion of these subjects of course."
- (3) "Class participation could be a mixed blessing. When participants have applicable experience, their comments are useful, but mere opinion-sounding can waste time."

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(4) "Given limited time and great deal of information and experience most lecturers have to impart, the amount of class participation should not be increased."

4. The Chief Instructor is submitting separately a suggested syllabus of this course for the possible benefit of his successor, giving an hour-by-hour statement of the learning objectives of each unit.

[REDACTED]

Chief Instructor

Attachments: (w/orig. only)

25X1A9a

- A. Course Schedule
- B. Student Roster

HT/OS/TR / [REDACTED] :meh

Distribution:

25X1A9a

Orig - DTR
1 - C/OS/TR
1 - DDP/TRO
1 - R/TR
2 - HT/OS/TR

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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Course Report/COS Seminar No. 10

17 - 28 April 1967

FROM:		EXTENSION	NO.
25X1A9a	Chief Instructor COS Seminar No. 10	JRC	2065
TO: (Officer designation, room number, and building)	DATE	OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
RECEIVED	FORWARDED		
1. CH/OS/TR	9 May 10	CW	
2. C/OS/T R	.		You copy attached
3. DDTR	12 May 12 1967		A Valuable report. PR
4.			
5. DTR	15 May JRC		
6.			7 to 8 for info
7. DDP/TRO 3 C 29 Hqs.	16 MAY 1967	R	7: Your copy attached.
8. EA/DDP	17 MAY 1967	17 May CW	5-7 Excellent Report Ref para 3a, In most answer to held part of the comes from 25X1A6b as [redacted] whether timing coincide with mid-Career season or not. We will seek joint timing for Cos & mid-Career but wish you with The cannot on occasions double up with mid-Career
10. C/OS/TR 620 Glebe	18 May	BK	25X1A6b
11.			
12. CH/OS/TR 615 Glebe	19 May	CW	
13.			
14.			
15.			

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ORIGINAL DOCUMENT MISSING PAGE(S):

Missing Attachment